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FOCUS

Fast feeders ask: Cash or charge?

Focus section follows page 26

PURCHASING

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OPINION

Independents toil under huge pressures

Charles Bernstein/Page F3

NEWSPAPER

SECOND CLASS

Nation's Restaurant News®

The Weekly Newspaper of the Food-Service Industry

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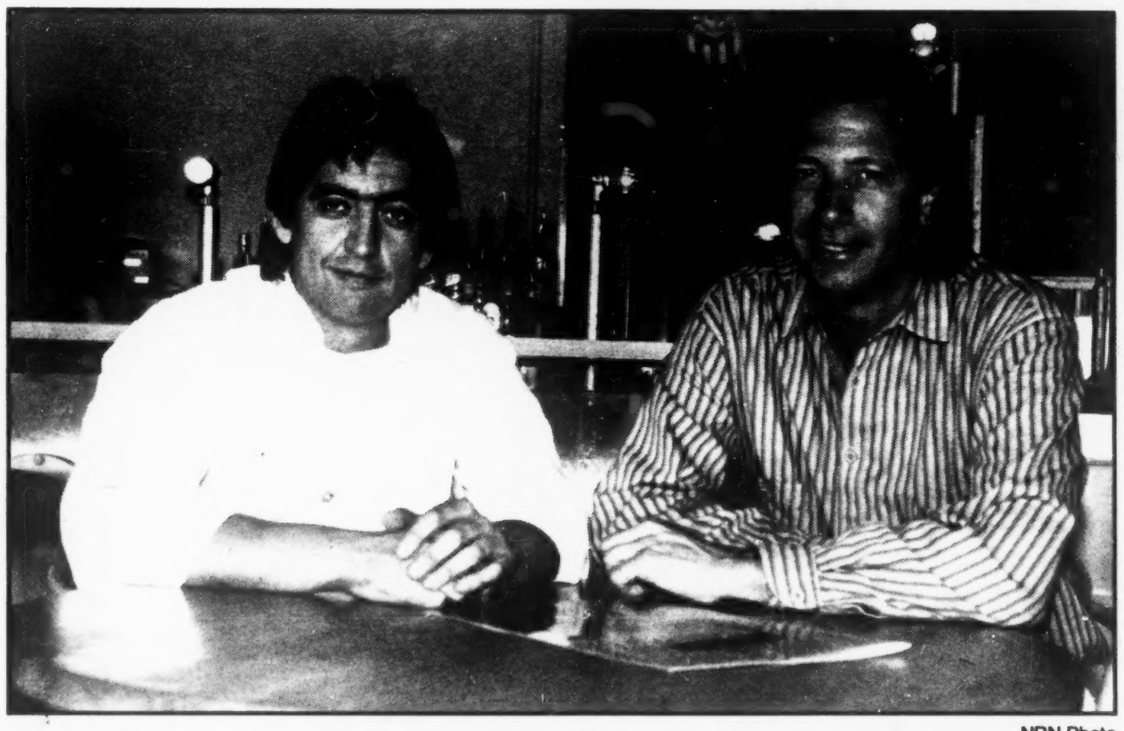


NRN Photo

Chef Gonzalo Figueroa, left, and Dan Rudolph, a co-owner, seated in Pipeline.

NY partners await gusher from Pipeline

By Rick Telberg

NEW YORK — The team that developed the hip and funky Lox Around the Clock in a deserted midtown industrial district four years ago has gone downtown to the usually stiff financial district to open Pipeline, a tongue-in-cheek re-creation of an oil refinery.

"We wanted to give Wall Street people a non-Wall Street type of place," said Dan Rudolph, a practicing dentist who handles the business end of the partnership, while Larry Panish manages the operations.

The restaurant, designed by Sam Lopata, who also did Lox, is getting noticed for its zany architecture. Pipeline features exposed and brightly painted pipes, an epoxy-coated floor,

*(See **PIPELINE**, page 83)*

Workers comp tops Texas show agenda

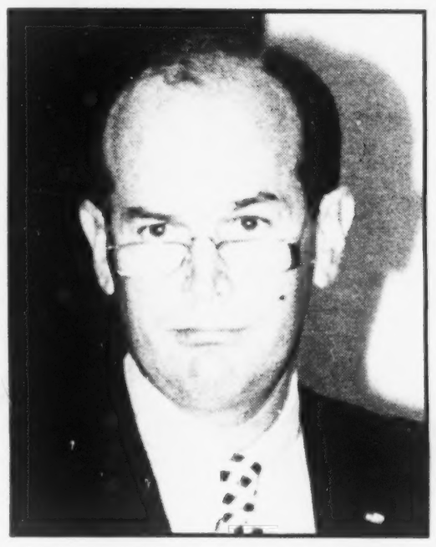
Reform battle clouds mood at confab

By Tracey Taylor Woodard

HOUSTON — Just as Texas restaurateurs begin to see the light at the end of their economic tunnel, trouble is brewing on another front — a state legislature sharply divided on workers' compensation reforms.

More than 20,000 people gathered here for the Texas Restaurant Association's annual convention were elated over the news that Lone Star State food-service sales had risen for the first time in two years. However, the operators' celebrations were short, as they fretted about a special legislative session dealing with workers' compensation reforms that began during the show.

Along those lines, seven food-service associations announced they had banded together to fight against legislation that could cost their members millions.



Larry Durrett

Although hundreds of changes have been proposed, the most hotly debated topic is the status of the state's 75-year-old no-fault insurance system and the role of court trials in deciding claims.

The new coalition is siding squarely with the Texas House of Representatives, which says that insurance companies should pay more and for a longer time, and that Industrial Accident Board decisions should be final.

The Senate, backed by the Texas Trial Lawyers Association, wants to retain jury trials to decide awards for injured workers.

Although lawmakers wrestled with reform legislation in the regular session of the 71st legislature, which ended in late May, they failed to pass a bill out of a conference committee. Texas Gov. Bill Clements then called

*(See **REFORM**, page 83)*

Atlanta crowds mob Underground complex

By Jack Hayes

ATLANTA — Like poker players splitting up the biggest pot of the night, operators who had placed their bets on Underground Atlanta are going home ecstatic winners, thumbing their noses at the critics, who told them downtown Atlanta wasn't worth the gamble.

The $142 million Rouse Co. festival-marketplace development — financed almost entirely with public dollars from taxes, grants, and a bond referendum — drew more than a million visitors in four days, jamming bars and restaurants to the breaking point.

While nobody guarantees the record crowds will still be here six months from now, the operators and most of the city remain euphoric for the moment.

Even the Underground project's most vigorous promoters, including Atlanta's mayor, Andrew Young, hadn't predicted such a level of response from the public, which is setting ridership records on the city's mass transit rail system.

"It's been unbelievable," said Steve Nygren, the president of Peasant Restaurants Inc., which struggled with three-hour waits at its 300-seat operation called Buck's.

"In my 11 years at the old Underground, I had never

*(See **ATLANTA**, page 4)*

FOOD WATCH

Life, liberty, and pursuit of food!

WILMETTE, Ill. — Melange Restaurant saluted America over the pre-July 4th weekend with a fixed-price culinary tour of the nat...

Tortilla soup from the Southwest led the repast, followed by a spicy minced chicken fettuccine from the West Coast. A Nantucket Bay scallop salad with vegetables and hazelnut vinaigrette preceded a Midwest meat course of roast fillet of beef with lemon butter and fried red onion rings. Southern pecan chocolate torte with bourbon sabayon concluded the feast, priced at $42.50 with wines.

— Carolyn Walkup

Wendy's, Karcher battle in court

Chains at odds over franchise dispute

By Rajan Chaudhry

TUCSON, Ariz. — Wendy's International Inc. is dragging Carl Karcher Enterprises Inc. kicking and screaming into U.S. District Court here over Karcher's purchase of 10 Wendy's franchises in Arizona for conversion to Carl's Jr. units.

Wendy's suit seeks compensatory, consequential, and punitive damages plus attorneys' fees to the tune of $119 million — $79 million from Karcher and $40 million from franchisee Ronald Brown. The suit accuses Karcher of intentional interference with Wendy's contractual and business relationships with Brown and his company, Wendy's of Tucson.

Karcher terms the suit "totally without merit." Brown, the man caught in the middle, would not comment.

"Our suit alleges that in purchasing Wendy's restaurants in spite of our express warnings, Karcher Enterprises knowingly caused a breach of contractual terms that are the cornerstone of any franchise system," Lawrence E. Schauf, Wendy's vice president and general counsel, said

*(See **WENDY'S**, page 83)*

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NEWS DIGEST

Marriott confirms reports of possible In-Flite deal

WASHINGTON — After months of speculation, the Marriott Corp. has confirmed that it is discussing the possibility of divesting In-Flite Services, the company's airline caterer, to a management-led investment group.

Although Marriott declined to identify the group's members, sources indicated that the investment unit is headed by Dan Altobello, the current head of In-Flite, and Fred Malek, a former senior vice president of Marriott's lodging division.

Malek is a senior adviser to the Washington-based Carlyle Group, a merchant banking and investment firm, which sought unsuccessfully last year to acquire the Chi-Chi's chain.

Marriott said revenues for its In-Flite division approached $800 million in 1988.

Domino's takes car keys away from young deliverers

ANN ARBOR, Mich. — After a spate of fatal traffic accidents involving Domino's Pizza vehicles, the 5,000-unit home-delivery specialist has ordered managers at company-owned units to fire or reassign drivers who are 18 years old or younger.

Domino's said the order would affect about 300 employees.

The order comes two weeks after a 17-year-old driver at a franchised unit in Indianapolis was killed in an accident. His death brings to 20 the number of persons who have been killed in the past year as a result of Domino's deliverymen, the company acknowledged.

Domino's spokesman Ron Hingst said the order is a re-emphasis of a federal law prohibiting the hiring of younger drivers. In some states, he said, people used local laws to get around the federal ordinance.

Oregon operators face hike in insurance costs, ORA says

SALEM, Ore. — Oregon Restaurant Association officials, still smarting from legislation that will raise the minimum wage from $3.35 an hour to $4.75 by 1991, said a new bill is threatening their ability to provide members with low-cost workers compensation insurance.

"This is going to cost our members money," ORA executive vice president Betty-Coe deBroekert said of Oregon House Bill 2196, which, if passed, would prohibit private insurance companies from writing workers compensation policies.

Since 1984, ORA, which represents about 3,000 establishments, has offered its members workers compensation insurance at premiums equal to or lower than those charged by the State Accident Insurance Fund, deBroekert said. She added that the ORA insurance program, which has a policy written by a commercial carrier, annually returns to participants about 25 percent of the premiums charged in recognition of "safety practices."

Passage of HB 2196 would force individual employers to join the state fund or establish their own fund.

Tavern strike ends after bitter fight

NEW YORK — A bitter strike at the Tavern on the Green restaurant here has ended with an agreement to rehire striking employees "in a timely manner."

According to the pact, waiters would be paid $3 and dishwashers more than $6. When the strike began, waiters were earning $2.60 an hour and dish washers $5.55. In addition, the restaurant will resume a pension and medical plan dropped by Tavern owner Warner Leroy during a dispute with Local 100, which formerly represented the workers. The accord was hammered out with Hotel and Restaurant Employees International Union Local 6.

Since the picketing began April 30, strikers heaped insults on the tuxedoed-and-gowned patrons who crossed the picket lines to dine at the world-famous enclave in Central Park.

Jury fines ARG $236,059 in Black Angus bias suit

SANTA ANA, Calif. — An Orange County jury has ordered the American Restaurant Group to pay $236,059 to a chef who claimed he was forced to retire from ARG's Black Angus steak-house chain in 1987.

Rex Kinney, 65, who worked as a Black Angus chef and trainer for eight years, said ARG went so far as to oppose his unemployment claim on the rationale that he had been fired for misconduct.

Ignoring ARG's denials of the allegations, the jury found the Newport Beach, Calif.-based company committed fraud in its dealings with Kinney and included punitive damages of $40,000 in the age-bias judgment.

Furr's-Bishop's forms unit to develop new concepts

LUBBOCK, Texas — Furr's-Bishop's Cafeterias L.P. said it has formed a new subsidiary partnership to develop its non-cafeteria operations.

Furr's-Bishop's operates 157 restaurants, all but a handful of which are cafeteria-style. Non-cafeteria operations include Furr's Pie Kitchen & Restaurants.

The new unit, Furr's-Bishop's Specialty Group L.P., will pursue expansion through conversion of cafeteria locations, opening of new restaurants, and acquisitions, the company said.

Young named mktg. chief of Ponderosa steak chain

DAYTON, Ohio — Ponderosa president J. Michael Jenkins has tapped former associate Holly J. Young as senior vice president of marketing for the 720-unit steak-house chain.

Young, 36, succeeds Darrough Diamond, who was ousted last month by Jenkins as part of a plan to turn around the slumping chain.

Young had been vice president of marketing for TGI Friday's since 1987. During a portion of that time, Jenkins was Friday's president. Both are also alumni of S & A Restaurant Corp.

Wilkins leaves Maverick to become U.S. ambassador

WICHITA, Kan. — Maverick Restaurant Corp., a 20-unit franchisee of the Grandy's chicken chain, said its chairman and chief executive, C. Howard Wilkins, has stepped down to become U.S. ambassador to the Netherlands.

Chris Hotze, the company's president, has assumed Wilkins' duties.

Arby's changes fryer oil in nod to health concerns

ATLANTA — Arby's is draining its deep fryers and refilling them with vegetable oil in a systemwide switch to the cholesterol-free, low-fat frying medium.

When the changeover is completed this month, the 2,100-unit sandwich chain will use the shortening for all of its fried products, including three types of potato snacks and a line of chicken sandwiches. Updated nutritional data on the changeover will be posted in Arby's units by August.

Senate backs plan to subsidize day care

WASHINGTON — In a development rife with implications for the restaurant industry, the Senate has endorsed a plan to give states $1.75 billion for the expansion and improvement of day-care services available to low-income workers.

A lack of affordable day-care facilities has been seen as a major stumbling block in bringing more mothers into the food-service work force.

However, the National Restaurant Association has favored a Republican-backed alternative plan, which calls for the use of tax credits rather than subsidies to put day-care services within reach of more families.

FINANCIAL NEWS

Max & Erma's profits increase 98% in 1st half

By Rajan Chaudhry

COLUMBUS, Ohio — After only two years under new control, Max & Erma's Restaurants Inc. is emerging as a force to be reckoned with in this region's midscale casual-dining market.

In May the company capped off its ninth consecutive quarter of 10-percent-plus same-store sales gains with a 12.8 percent rise; it lifted its annualized average unit volume to more than $200,000; and it widened its unit-level profit margins to a record 15 percent of sales.

Buoyed by the addition of a new restaurant in Rochester Hills, Mich., net income for the company's second quarter ended May 14 advanced 66 percent, to $328,000, while revenues gained 27 percent, to $5.7 million.

The results for the May-ended six months were even more spectacular, with the company reporting a 98-percent year-over-year increase in net income, to $642,000, on a revenue rise of 29 percent, to $12.9 million. Comparable-store sales rose 15.2 percent, including menu-price hikes of about 3 percent, said William Niegsch Jr., executive vice president and chief financial officer of the 13-unit company.

Since Max & Erma's management — led by chairman, chief executive, and president Todd Barnum — bought control of the company from founder Barry Zacks in 1986, the company has trimmed its menu by 30 percent, to 60 items, and poured $1.5 million into restaurant renovations.

It has also implemented management-performance-incentive and stock-option programs and bolstered its marketing arsenal with TV advertising, billboards, and direct-mail programs, totaling 3.25 percent of sales.

Max & Erma's expects its next round of sales increases to come from a new emphasis on service, Niegsch said.

Max & Erma's, at the start of its fiscal year in November, began a shopper's report program and rewrote its training manuals in an effort to upgrade service.

"With our menu in order and our places looking good, the next area to work on was service," Niegsch said.

Under the shopper's program, each Max & Erma's restaurant is reviewed twice per month. At quarter's end the scores are averaged, Niegsch explained.

Half of each unit manager's bonus is contingent upon the results of the shopper's reports; the other half is earned by meeting financial and budgetary goals.

Unit employees are also rewarded for performance. Crews that score highest in quality are recognized with Top Shop sweat shirts, and those who beat their budget by the greatest margin receive $1,500 to split or use as they please.

Since its change of command in 1986, Max & Erma's has undertaken a ground-up rebuilding.

By trimming the less profitable, less popular, and more labor-intensive items from the menu and taking menu price increases of about 2 percent per year in 1987 and 1988, the company has been able to cut its cost of sales by 200 basis points. In the past year alone, the menu changes helped pare more than 100 basis points from the company's payroll costs as a percent of sales, Niegsch said.

Max & Erma's has also slowed the churn of items on its menu, which had been changing three to four times a year, Niegsch noted. With fewer items, which stay on the menu longer, consistency has improved dramatically, he added.

Max & Erma's entrées range in price from $5.95 for a half-order of chicken stir-fry to $13.95 for a strip steak.

The restaurants' signature 10-ounce gourmet burgers start at $4.95 for an economy version and range to $6.25 for a Garbage Burger.

The half-dozen Max & Erma's restaurants that have undergone major renovation — those in which the cost of refurbishment exceeded $100,000 — have regularly returned sales gains of more than 40 percent, according to Niegsch.

The company has also added charbroilers to its restaurants, at a total cost of $30,000 to $35,000.

Max & Erma's plans to open four new restaurants by March 1990: one each in Detroit suburbs Birmingham and Livonia, Mich.; one in Dublin, Ohio, a suburb of Columbus; and one in Shadyside, Pa., part of the Pittsburgh metropolitan area.

The company will spend about $3.3 million on building the new units, Niegsch said.

The costs of expansion will be covered by a combination of the company's cash flow — anticipated at $2.5 million for the next 12 months — its $600,000 in cash reserves, and its bank loan commitment, which was recently extended to $2.2 million from $1.2 million, Niegsch indicated.

And the company still benefits from a tax loss carryforward of about half a million dollars, although it will become partially taxable in the fourth quarter of this fiscal year.

Max & Erma's restaurants average 5,500 to 6,000 square feet, checks average $10, and alcohol accounts for 28 percent of sales, Niegsch said.

FACT FILE

A look at the statistics shaping the industry

LIBATION LEADERS

(percent of bartenders who name these mixed drinks as the top sellers)

Source: Beverage Media. Survey of 200 bartenders.

NRN FINANCIAL DIGEST

TCBY lifts profits 64 percent for half

LITTLE ROCK, Ark. — TCBY Enterprises Inc. said a 39-percent increase in the number of stores in operation, increased brand awareness, and the introduction of two new products fueled a 64-percent increase in net income, to $11.8 million, for the six months ended May 31.

Sales and franchise revenues advanced to $65 million, 62 percent higher than in the same six-month period last year.

Net income for the second quarter rose 56 percent, to $8.9 million, on a like gain in sales and franchise revenues, to $41.7 million, TCBY said.

Same-store sales increased 5.1 percent in the latest quarter and 11 percent in the first six months of fiscal 1989, reflecting an increase in brand awareness and the introduction of a non-fat frozen-yogurt product and the Shiver, a thick yogurt shake into which any number of flavoring products can be mixed.

TCBY franchises more than 1,370 frozen-yogurt stores.

Hilton hires financial advisers

BEVERLY HILLS, Calif. — Hilton Hotels Corp. said it has retained Shearson Lehman Hutton Inc. and Eastdil Realty Inc. as financial advisers to help it evaluate strategies to maximize shareholder value, opening the door for the sale of its hotels or other restructuring.

The company has been considered "in play" since its annual meeting in May, when Barron Hilton, the chairman and chief executive, announced he would entertain bids for the hotel and casino concern. Hilton has stated that its decision to hire an adviser was not precipitated by any specific inquiry.

The company's announcement that it had retained advisers sent its shares sharply higher in New York Stock Exchange composite trading.

Hilton Hotels Corp. operates more than 270 properties in the United States and, through its Conrad International subsidiary, has several hotels overseas.

Two Pesos posts bond, cuts reserve

HOUSTON — Two Pesos Inc. said it has posted an appeal bond in order to stay enforcement of the adverse judgment in its litigation with rival Mexican fast-food chain operator Taco Cabana.

Two Pesos also restated its fourth-quarter results to reflect the payment of $350,000 that an insurance carrier made, relating to the judgment.

The payment reduces Two Pesos' reserve to $2.1 million and improves its net income for the fourth quarter ended March 31 to $453,000 on revenues of $8.3 million — a 15-percent improvement over the figure for the same period last year.

For the year Two Pesos posted a net loss of $4.4 million on a 61-percent increase in revenues, to $40.6 million.

Two Pesos operates 27 company restaurants and three franchised units.

FOOD PRICE OUTLOOK

Bad news ahead on beef prices

The U.S. Department of Agriculture, in its most recent survey of feedlots, has discovered that placement of young animals on lots has fallen 25 percent from the year-ago figure. That means that prices of fed **beef** (the Choice and Prime grades) are going to climb during the summer and into the fall.

One reason for the drop in placements is that the drought in the plains area caused most ranchers to sell their young animals earlier this spring. Then the rains that hit the southern plains convinced those that had not sold to retain their cattle for range feeding and for raising to breeding size for herd expansion.

If another drought occurs this summer, more animals can be expected to hit the feedlots fast. If not, it will be a period of escalating prices. Right now feedlot population is down only 3 percent to 4 percent from last year's, but a continued holdback by ranchers is expected to drop that level to as much as 20 percent to 25 percent lower by the end of summer.

To balance the bad news in beef, **pork** prices are still running below last year's, and there are good indications that the price will remain moderate through the summer. Declines in feed grains, except for wheat, are contributing to farmers' intentions to farrow heavily through the next few months.

The price of large **shrimp** is failing. Imports are booming, particularly black tiger shrimp from the Orient. Heavy competition is driving prices down. If the U.S. harvest of large sizes in September proves strong, pricing through the fall and into winter may be lower.

The fresh **plum** and **peach** crops in California look good, about equal to last year's harvfest or slightly larger. Look for prices of **broccoli** to firm up as supplies decline seasonally in July.

— **Patt Patterson**

FOCUS | OPINION

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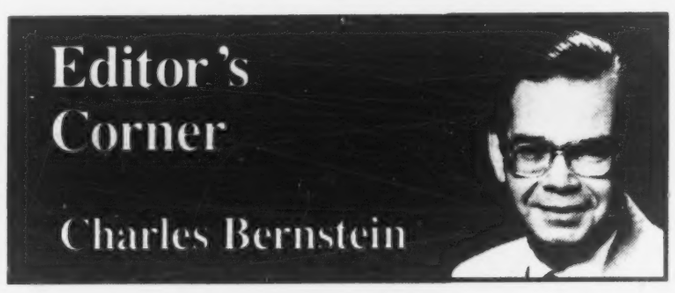
Huge pressures: Fine-dining independents

For 16 years Jean and Doris Banchet presided over the classical French culinary temple that they created, Le Français.

Customers came to Wheeling, Ill., from far and wide to experience the elegance and greatness of the place some called America's leading restaurant. That point is certainly arguable, but the love this couple showered on their restaurant is legendary.

Jean was unsurpassed in the kitchen, and Doris was superb in the front of the house. He fashioned his unbeatable specialties, while she radiated warmth to the customers. Together, they were an unbeatable combination.



Jean, the ultimate chef-artist, trained prize-winning chefs, such as Tom Coohill, the Atlanta City Grill's new chef, and Mary Beth Liccioni, until recently pastry chef of suburban Chicago's Carlos restaurant.

First-time customers would question the drive from downtown Chicago to the northern suburbs, anywhere from 35 to 60 minutes, depending on traffic. But once they tasted Le Français' fare, almost everyone appreciated it and felt the drive was more than worthwhile.

Some people would travel as far as 200 miles just for dinner at Le Français. Others flew in to savor the joy of dining there. It was usually booked a month or more in advance on weekends, and reservations were a precious commodity.

Part of Le Français' fascination was the idea of driving far out toward the countryside and finding this gem where one might least expect it.

The 90-seat place is not huge, just comfortable. Annual sales are estimated at $5 million, and it is all done in two seatings, at 6:30 p.m. and 9:00 p.m. The average per-person check is $100, but most customers consider that a reasonable value.

Flawlessly displayed specialties, dazzling entrées, and a stunning 80-page wine list are highlights of this culinary spectacular, which was among the first 10 restaurants inducted into Nation's Restaurant News' Hall of Fame in 1980.

But all success is relative, and the Banchets were paying a major price for their efforts. Jean slaved in the kitchen as much as 16 hours a day, six days a week, with only Mondays off. Doris wasn't far behind when it came to working the necessary grueling schedule.

In the early years they enjoyed it. But gradually the intensive efforts required to stay at the top took a toll. While only dinner was served, it took tons of advance preparation. They still loved the restaurant but often were exhausted.

Jean and Doris were wed to the restaurant because they felt only they could do the job. Actually, they were right. Only the owners of such an enterprise would give their hearts and souls to the place.

"We have to be here all the time. We're slaves here, and we are just burned out," the couple previously agreed.

The restaurant is now closed for the Banchets' annual two-week vacation, their only extended time for relaxing. Jean will continue as a consultant and celebrity chef, helping others. The Banchets won't return to fine dining and hope to unwind and relax a bit — if that's possible after all the dedicated restaurant years.

When Le Français reopens in mid-July, it will be under the ownership of Roland and Mary Beth Liccioni, who respectively were the chef and pastry chef at Carlos in Highland Park not far away, until leaving in May to become restaurant owners. They have purchased the restaurant from the Banchets.

The name will be retained for its worldwide impact, and the staff will basically stay the same under the energetic talented couple, who are in their mid-30s. But the menu, portions, and prices will lighten up somewhat along the lines of Carlos Nieto's Carlos restaurant.

Nevertheless, Le Français is still likely to stand for the best classical French cuisine, as it consistently did throughout the Banchets' reign.

The deal highlights the emergence of young celebrity chefs who are steadily gaining ownership stakes in restaurants across the country. But it also dramatizes the immense demands that the restaurant business makes on people.

In many ways this is a young person's game. Experience and maturity are important, but the constant pace often requires relative youth or at least a young outlook.

While many view fine dining as strictly a glamorous occupation, no other endeavor requires as much dedication and takes so great a toll. There simply are limits, no matter how much one loves a restaurant.

Couples and families who operate restaurants face long and lonely hours of toil. The owners must be there to inspire the staff and greet customers if a fine-dining establishment is to be successful. While a family operation has an advantage in terms of stability, it requires more involvement on the part of each person.

Whether it's the Banchets, the Contis of Doylestown, Pa. (Cross Keys Inn), the Comisars of Cincinnati (Maisonette), the Knowles of New Jersey (The Manor), or the Evans of Virginia (Evans Farm Inn) — all Hall of Fame restaurants — the demands of running one or more fine-dining establishments are tremendous in an era when casual, less formal places are in vogue.

As Hall of Famer Don Dianda, 68, declared last month when he sold his cherished 37-year-old San Francisco restaurant, Doro's, "I didn't want to be brave and die with my boots on in the dining room."

Burnout is an affliction that strikes more restaurant families than people imagine. Sometimes the price of the grinding pace is simply too much, and ownership has to be passed to the next generation in the family or sold to others.

LETTERS

Berns: '21' not for sale and won't be in future

Editor, NRN:

Sidney Palmer Ward's letter of advice about '21' in your May 15 issue is ill-advised. He suggests a sale of '21' because of present ownership. What right does he have to suggest the sale of a privately owned establishment?

Again: '21' is not for sale. My view is that our establishment is well run under Kenneth Aretsky, who is given a free hand in decision-making and operations.

And attendance is excellent despite the remarks of New York Times restaurant critic Bryan Miller, pertinent to the New York restaurant business.

If Mr. Ward knows something that management of '21' does not know (but should), he is beholden to disclose it, as a "friend" of '21,' of the industry, and of New York City.

Enough rehash about the past. '21' looks forward to the '90s *and* beyond.

Could it be that '21' is so important, everyone believes he or she has a say!

— Jerry Berns
former owner, current corporate executive
The '21' Club
New York

Hats off to 'Cowgirl' on successful enterprise

Editor, NRN:

Congratulations to Sherry Delmarter of the "Cowgirl Hall of Fame." Besides the achievements enumerated by reporter Milford Prewitt (NRN, May 15), may I contribute "proving the exception to the rule."

I make specific reference to "a slam dunk in the face of restaurant consultants." The assumption must be that a consultant would have probably advised about where the restaurant should go and what its concept should be. Prewitt's report, however, indicates that she did not seek the advice of a consultant.

In any case, anyone making a go of a new enterprise is to be congratulated and admired. I even know of some who succeeded with the aid of their consultants.

— Robert H. Kaiser
president
Robert H. Kaiser Associates Inc.
Ossining, N.Y.

Computerized services can make the job easier

Editor, NRN:

We at Restaurant Technology Inc. enjoyed your Editor's Corner column on company publications, "Morale spur: In-house newsletters." We were also pleased to note your inclusion of a support area often unrecognized — computer services to food-service operators.

— Janet Brani
publications manager
Restaurant Technology Inc.
Marietta, Ga.

More letters appear on page F6